

THE REVIEW

Vol. XXXV—No. 4

January 2, 1941



Thanks...

For a Glorious Opening Day

AND

A Wonderful Opening Week

Sales Are Fun
In Forty-One!



DON'T FORGET YOUR WIRE REPORTS

SECOND WEEK

Tuesday, December 31

Thursday, January 2

Saturday, January 4

THIRD WEEK

Wednesday, January 8

Saturday, January 11

FOURTH WEEK

Wednesday, January 15

Saturday, January 18

The REVIEW



by and for the Sales Department of
The Gerlach Barklow Co.
THE ULTIMATE OF ART IN ADVERTISING

Vol. XXXV

JOLIET, ILLINOIS, JANUARY 2, 1941

No. 4

GOLDEN DAYS OF OPPORTUNITY

NOTHING CAN STOP YOU BUT YOURSELF

THANK A MILLION for the thrills you are giving the whole family here back home. You G-B Happy Warriors are making sales history, giving us a splendid avalanche of orders the first five days.

One thing that pleases me is the fact that in the first 70 wires the first night every subject in the line had been mentioned; and they have come through on this same basis each of the first five nights. That's a new record and means that you have THE line of all times.

All of this means that 1941 is going to be a year of golden opportunity. It means that the EARLY BIRD CATCHES THE WORM and I know that each and every one of you are going to be HARD and FAST AFTER 'EM EVERY DAY IN JANUARY to take advantage for yourself, your customers and the company of the opportunity we have in '41. REMEMBER, Nothing Can Stop You But Yourself. REMEMBER, Luck Is the Crossroad Where Preparation and Opportunity Meet. It Is Not So Much What You Know As How Well You Use What You Know.

Truly, AS THE FIRST DAY, THE FIRST WEEK AND THE FIRST MONTH GO, SO GOES THE YEAR. YOU HAVE SURPASSED OUR EXPECTATIONS THE FIRST FIVE SELLING DAYS AND WE KNOW YOU WILL COME THROUGH 100 PER CENT ALL DURING JANUARY.

Thanks a million from all of us. Keep up the Good Work and More Power To You.

J. Mackey.

FOLLOW YOUR WIRE SHEETS. YOU WANT THE GOOD NEWS AND YOU WANT TO CIRCULATE IT AMONG YOUR CUSTOMERS AND PROSPECTS.

KERSEY HOLDS "AN ACE IN THE HOLE"

Dec. 27, 1940

DEAR BERT:

I am enclosing three orders for today for \$402.50 for the day, and believe me, it's one great pleasure to carry this line.

I have done this without showing either "The Spirit of America" or the new Spanky picture, because I want them as an ace in the hole, as I can sell them any old day and they will be good when they are breaking a little tough.

As I said in my wire tonight, things look mighty good for '41.

Best wishes.

Yours to succeed,

H. J. KERSEY.

Year after year we warn Junior salesmen against "Bartering their birthright for a mess of pottage" or in other words, against selling some of their leading subjects for a little "Bread-and-butter" order, when they might just as well use it to secure a real order.

Howard Kersey is no novice at this selling game and doesn't have to be told of the importance of making these fine subjects produce enough plus business to make them worthwhile. As Howard puts it "I can sell them any old day and they will be good when things are breaking a little bit tough."

A WORD TO THE WISE IS SUFFICIENT (OR SHOULD BE).

THANKS FOR A GOOD START!

Opening day and opening week offer new thrills each year, and with only three days against five days the quota we were working against seemed beyond reach. We almost made it, and hearty congratulations are extended to each and every one for the successful opening. The new line, accepted enthusiastically first by the creators, then by the sellers, and now by the buyers, looks better each day and offers us all a year of prosperity and happiness.

Our follow-up pictures, featuring Safety First, Bluebirds, etc., have received unusual praise and all subjects have won victories on accounts that are highly competitive, so it is apparent that we have in our great line for 1942 the right subject for every buyer.

In your wires it has been gratifying to see so many fine direct mail orders reported. Each day is filled almost to capacity with appointments with calendar buyers, but frequently you may have an hour between calls to work in an extra call on other items than calendars.

Learning to utilize time and energy is our most important job. Business is far above par. Our line is one that can be used by every man in business and has proven its value in thousands of ways during the past third of a century.

May 1941 prove to be the year of years—a Happy New Year to all.

James R. Talbot

SUBJECTS THAT SOLD ON OPENING DAY

Here is just a partial list of Opening Day sales. Events are moving too rapidly to give you a more detailed list. Some of these sales run as high as \$750, many of them \$500 or better and many as low as \$100.

Our purpose in publishing this list is to show you what subjects are selling and what lines of business are buying. Please don't feel slighted if your name doesn't appear on these pages, for we know the list is far from being complete.

It's an ALL-STAR LINE and every subject is selling.

Subject Sold	Line of Business	Salesman and State
STEADY	Electrical Supplies	Laing, Ill.
SPIRIT OF AMERICA	Shoe Store	Laing, Ill.
PEEKABOO	Motor Express	Laing, Ill.
MY BLUE HEAVEN	Jeweler	Laing, Ill.
THE JOY OF LIVING	Lumber Dealer	Laing, Ill.
RELIGIOUS CALENDARS	Funeral Home	Keboch, Pa.
RELIGIOUS CALENDARS	Funeral Home	Keboch, Pa.
I SEE BY THE PAPERS	Ice and Coal Dealer	Keboch, Pa.
COME BACK HERE	Lumber Dealer	Keboch, Pa.
I SEE BY THE PAPERS	Dodge and Plymouth	Keboch, Pa.
SPANKY'S SAFETY SCHOOL	Buick and Pontiac	Keboch, Pa.
BE SURE YOU ARE RIGHT	Dairy	Gibson, Pa.
I SEE BY THE PAPERS	Dairy	Gibson, Pa.
I SEE BY THE PAPERS	Dairy	Gibson, Pa.
THE GUIDING HAND	National Bank	Gibson, Pa.
I SEE BY THE PAPERS	Dairy	Gibson, Pa.
FOREVER YOURS	Florist	Alexander, Mo.
BE SURE YOU ARE RIGHT	Grocery	Beatty, Ill.
PROUD MOTHERS	Coal and Express Co.	Beatty, Ill.
WHEN A FELLER'S GOT A FRIEND	Finance Company	Clark, Ill.
PEEKABOO	Dry Cleaner	Falls, Ind.
SPRINGTIME	Dry Cleaner	Falls, Ind.
JOY OF LIVING, YOURS TRULY	Tailor Shop	Falls, Ind.
SCENES OF MY CHILDHOOD	Falls, Ind.
RAH! RAH! RAH!	Cab Company	McWilliams, W. Va.
SPIRIT OF AMERICA	Tent and Awning	McWilliams, W. Va.
BE SURE YOU ARE RIGHT	Ice and Coal Company	Merchant, Nebr.
RELIGIOUS CALENDARS	Funeral Home	Messick, Iowa
I SEE BY THE PAPERS	Coal Dealer	R. A. Moore, Ky.
MY BONNIE LIES OVER THE OCEAN	Real Estate & Insurance....	R. A. Moore, Ky.
THE LIGHT IN HER EYES	Linen Supply Co.	J. L. Morrissey, Ohio
RELIGIOUS CALENDARS	Drug Store	Olson, Ill.
PROUD MOTHERS	Olson, Ill.
SPANKY'S SAFETY PATROL	Funeral Home	Orvis, Ohio
BE SURE YOU ARE RIGHT	Coal and Brick Co.	Saunders, Mich.
BE SURE YOU ARE RIGHT	Fuel Company	Saunders, Mich.
SPIRIT OF AMERICA	Hardware	Saunders, Mich.
SCENES OF MY CHILDHOOD	Plumbing & Heating....	Mrs. Thompson, Mo.

Subject Sold	Line of Business	Salesman and State
BE SURE YOU ARE RIGHT	Coal Company	Adams, Colo.
SPANKY'S SAFETY PATROL	Mortuary	Adams, Colo.
I SEE BY THE PAPERS	Coal Company	Callaway, Ind.
SPANKY'S SAFETY PATROL	Bakery	Callaway, Ind.
SPRINGTIME	Commercial Printer	Doudna, Ohio
SPIRIT OF AMERICA	Field, N. Y.
BE SURE YOU ARE RIGHT	Flint, N. Y.
PEEKABOO	Body & Fender Repair	Gilroy, Ind.
PROUD MOTHERS	Transfer Company	Gilroy, Ind.
STEADY	General Insurance	Gilroy, Ind.
HAPPY BLUEBIRD FAMILY	Clothing	Higgins, Minn.
HAPPY BLUEBIRD FAMILY	Higgins, Minn.
HERE PEACE & HAPPINESS ABIDE	Lumber Dealer	Himelhoch, Mich.
I SEE BY THE PAPERS	Trucking Company	Himelhoch, Mich.
PROUD MOTHERS	Chevrolet Dealer	Kelly, Ill.
BE SURE YOU ARE RIGHT	Auto Repairing	Kelly, Ill.
FOREVER YOURS	Flower Shop	Oschmann, Ind.
I SEE BY THE PAPERS	Ice and Coal Dealer	Raborn, W. Va.
DOWN ON THE FARM	Grocery	Shadle, Iowa
COME BACK HERE	Creamery	Shepard, N. Y.
BE SURE YOU ARE RIGHT	Real Estate & Insurance	L. Smith, Iowa
HAPPY BLUEBIRD FAMILY	Bakery	Thurn, Wis.
HAPPY BLUEBIRD FAMILY	Bakery	Thurn, Wis.
DOWN ON THE FARM	Lumber Dealer	Thurn, Wis.
DOWN ON THE FARM	Lumber Company	Thurn, Wis.
SPRINGTIME	Cleaners	Waite, Mich.
SPIRIT OF AMERICA	Tire Dealer	Waite, Mich.
HELLO EVERYBODY	Auto Body Shop	Waite, Mich.
SPANKY'S SAFETY PATROL	Cab Company	Waite, Mich.
SCENES OF MY CHILDHOOD	State Bank	Falls, Ind.
COME BACK HERE	Grain and Lumber	Falls, Ind.
I SEE BY THE PAPERS	Dry Cleaner	Falls, Ind.
SPIRIT OF AMERICA	Roofing Company	Keltner, Ill.
SILVER DAWN	Coal Company	Keltner, Ill.
FOREVER YOURS	Florist	Keltner, Ill.
THE JOY OF LIVING	Auto Radiator Works	McCune, Md.
HERE PEACE & HAPPINESS ABIDE	Trading Company	McCune, Md.
SPIRIT OF AMERICA	Motor Service	Shadle, Iowa
I SEE BY THE PAPERS	Fuel Oil	Shadle, Iowa
PLAYMATES	Rubber Distributor	Mrs. Thompson, Mo.
RELIGIOUS CALENDARS	Funeral Home	Falls, Ind.
RELIGIOUS CALENDARS	Funeral Home	Clark, Ill.
WILL ROGERS	Savings & Loan	J. C. Hartman, Kans.
PRICELESS HERITAGE	Boy Scouts	Harrison, Mass.
BE SURE YOU ARE RIGHT	Funeral Director	Harrison, Mass.
RAH! RAH! RAH!	Trucking Company	Harrison, Mass.
COME BACK HERE	Lumber and Coal	Harrison, Mass.
PROUD MOTHERS	Hardware	Harrison, Mass.
BE SURE YOU ARE RIGHT	Mercantile Concern	Field, N. Y.
BE SURE YOU ARE RIGHT	Funeral Home	Grotte, Texas
THE GUIDING HAND	Stone Works	Gilbert, S. C.
WILL ROGERS	Service Station	Eckland, Mich.
SPANKY'S SAFETY PATROL	Funeral Home	Eckland, Mich.
SILVER DAWN	Funeral Home	Eckland, Mich.
SPIRIT OF AMERICA	Elevator Company	Eckland, Mich.
SPRINGTIME IN THE FOREST	Metal Works	Dallas, Texas

Subject Sold	Line of Business	Salesman and State
DOWN ON THE FARM	Tank and Culvert Mfr.	Dallas, Texas
MY BLUE HEAVEN	Bank	Cunningham, La.
WILL ROGERS	Trucker	Cunningham, La.
JOY OF LIVING	Gulf Dealer	Cook, Maine
BLUEBIRD	Dairy	Chamberlain, Pa.
WILL ROGERS	Transfer Company	Chamberlain, Pa.
HOMES & GARDENS CALENDARS	Dairy	Chamberlain, Pa.
PEEKABOO	Tire Dealer	McNerney, Calif.
PRICELESS HERITAGE	Manufacturer	McNerney, Calif.
SCENES OF MY CHILDHOOD	Fuel Dealer	McNerney, Calif.
AUTUMN RHAPSODY	Building Materials	McCune, Md.
RAINBOW FISHING FLEET	Hotel	Laing, Ill.
HERE PEACE & HAPPINESS ABIDE	Dairy	Laing, Ill.
DOWN ON THE FARM	Service Station	Kersey, Penna.
WHEN A FELLER'S GOT A FRIEND	Petroleum Products	Kersey, Penna.
FREEDOM FOR ALL	Funeral Director	Kersey, Penna.
SPANKY SAFETY	Dairy	Kersey, Penna.
MY BONNIE LIES OVER THE OCEAN	Metal Worker	Keltner, Ill.
SPIRIT OF AMERICA	Auto Dealer	Keltner, Ill.
RELIGIOUS CALENDARS	Funeral Home	Keltner, Ill.
BLUEBIRD	Grain Elevator	Keltner, Ill.
MY BONNIE LIES OVER THE OCEAN	Dairy	Keltner, Ill.
PROUD MOTHERS	Farm Supply Company	Keltner, Ill.
PRICELESS HERITAGE	Beverage Bottler	Keltner, Ill.
BE SURE YOU ARE RIGHT	Service Station	Keltner, Ill.
BLUEBIRD	Florist	Keltner, Ill.
FOREVER YOURS	Florist	Keltner, Ill.
I SEE BY THE PAPERS	Dairy	Kelley, Mo.
PRICELESS HERITAGE	State Bank	Mrs. Jahl, Miss.
HOUGHTON MILL	Lumber Dealer	Mrs. Jahl, Tenn.
SCENES OF MY CHILDHOOD	Hardwood Flooring	Mrs. Jahl, Tenn.
AUTUMN RHAPSODY	Lumber Company	Mrs. Jahl, Tenn.
MY BONNIE LIES OVER THE OCEAN	Funeral Home	Hodson, Mich.
BLUEBIRD	Bank	Hodson, Mich.
SPRINGTIME IN THE FOREST	Publisher	Hodson, Mich.
AUTUMN RHAPSODY	Funeral Home	Hodson, Mich.
FOREVER YOURS	Seed Grower	Hodson, Mich.
MY BLUE HEAVEN	Decorator	Bender, Ohio
PEEKABOO	Paint Manufacturer	Bender, Ohio
THE GUIDING HAND	Paint and Glass	Bender, Ohio
SPRINGTIME	Lumber Company	Bell, Mich.
BLUEBIRD	Lumber Dealer	Bell, Mich.
LONG LIFE AND HEALTHY ONE	Farm Bureau	Bell, Mich.
FOREVER YOURS	Printer	Bell, Mich.
LONG LIFE AND HEALTHY ONE	Dairy	Bell, Mich.
PROUD MOTHERS	Grain and Fuel	Zimmerman, Ohio
MY BLUE HEAVEN	Beauty Parlor	Zimmerman, Ohio
BE SURE YOU ARE RIGHT	Funeral Home	Zimmerman, Ohio
WILL ROGERS	Auctioneer	Wilkins, Nebr.
DOWN ON THE FARM	Real Estate	Wilkins, Nebr.
MY BONNIE LIES OVER THE OCEAN	Warehouse and Gin Co.	Wigley, Ala.
PRICELESS HERITAGE	National Bank	Vores, N. J.
MY BLUE HEAVEN	Mercantile Company	Vores, N. J.
SPRINGTIME	Insurance Agent	Vores, N. J.
SPIRIT OF AMERICA	Memorial Dealer	Vores, N. J.
PRICELESS HERITAGE	National Bank	Vores, N. J.

Subject Sold	Line of Business	Salesman and State
BLUEBIRD	Dairy	Vores, N. J.
BE SURE YOU ARE RIGHT	Insurance Agency	Vores, N. J.
PRICELESS HERITAGE	National Bank	Vores, N. J.
FOREVER YOURS	Cafe	Vores, N. J.
SPIRIT OF AMERICA	National Bank	Vores, N. J.
WILL ROGERS	Bank	Vores, N. J.
SPRINGTIME	Lumber Company	Vores, N. J.
SPIRIT OF AMERICA	Bank and Trust Company	Vores, N. J.
CLIPPER SHIP SURPRISE	Trust Company	Vores, N. J.
MY BONNIE LIES OVER THE OCEAN	Funeral Director	Vores, N. J.
GOOD FELLOW GET TOGETHER	Publishing Company	Stiff, Ill.
MY BLUE HEAVEN	Lumber Company	Siegel, N. Y.
MY BONNIE LIES OVER THE OCEAN	Fuel Dealer	Siegel, N. Y.
RAINBOW FISHING FLEET	Savings Bank	Siegel, N. Y.
JOY OF LIVING	Mercantile Concern	Siegel, N. Y.
SPRINGTIME	Tannery	Siegel, N. Y.
BE SURE YOU ARE RIGHT	Construction Company	Shea, N. H.
COME BACK HERE	Truck Body Builders	Shea, N. H.
AUTUMN RHAPSODY	Electric Appliances	McWilliams, W. Va.
MY BLUE HEAVEN	Specialty Shop	McWilliams, W. Va.
BE SURE YOU ARE RIGHT	Dairy	Miss Melcher, Wis.
LIGHT OF HER EYES	Real Estate	Miss Melcher, Wis.
SCENES OF MY CHILDHOOD	Concrete Blocks	Miss Melcher, Wis.
RAH! RAH! RAH!	Auto Parts	Mitchell, Ill.
SPRINGTIME	Sign Company	Mitchell, Ill.
SPANKY SAFETY PATROL	Trucking Company	Mitchell, Ill.
SPIRIT OF AMERICA	Funeral Home	Mitchell, Ill.
SPANKY SAFETY PATROL	Funeral Home	Mitchell, Ill.
SPRINGTIME IN THE FOREST	Cleaner	Noell, Texas
RAH! RAH! RAH!	Transport Company	Noell, Texas
HERE PEACE & HAPPINESS ABIDE	Electric Company	Noell, Texas
AUTUMN RHAPSODY	Manufacturer	Olson, Ill.
SPIRIT OF AMERICA	Hatchery	Phillips, Ky.
SPIRIT OF AMERICA	Service Station	Philips, Ind.
HAPPY BLUEBIRD FAMILY	Plymouth Autos	Sanders, Mo.
WILL ROGERS	Roofer	Shea, N. H.
BE SURE YOU ARE RIGHT	Funeral Home	Shallish, N. Y.
PUPPY LOVE	Mattress Manufacturer	Sanders, Mo.
PEEKABOO	Plumbing Supplies	Sanders, Mo.
JOY OF LIVING	Business School	Russell, Idaho
MY BONNIE LIES OVER THE OCEAN	Grocery	Richie, Tenn.

NOW YOU MAY HAVE FISH DAYS ON RECIPE CALENDARS

Many of our largest buyers of recipe calendars have expressed a desire in the past to show fish days on our pads. Some fine orders have been lost because fish days were not indicated, so all samples showing our No. 22 pad and No. 22A pad have included fish days.

The change has no religious significance but was definitely an added feature for kitchen use where 99% of our recipe calendars hang. Any customer accepting this new feature as having religious significance has the wrong slant on the plan, but to prevent losing business as a result we are announcing that the new Better Homes-Better Gardens No. 22A pad will be furnished either with or without fish days indicated. All orders therefore must specify "with" or "without" fish days.

WHO SAYS THERE IS NO SENTIMENT IN BUSINESS?

As most Gerlach-Barklow salesmen are aware, President MacKeever sends out a fine deluxe art calendar to hundreds of our good customers each year.

Attached to each calendar is a mimeographed letter with the name and address of the recipient filled in. These calendars and distribution letters bring forth hundreds of fine letters of acknowledgment from business executives all over America.

On another page we are printing excerpts from just a few of those letters acknowledging receipt of the "Rainbow Fishing Fleet" which is the subject of Mr. MacKeever's personal calendar for this year.

Without exception, those letters express best wishes to Mr. MacKeever and to the organization. Many of them comment upon the beauty of the calendar and many more upon the thoughts expressed by Mr. MacKeever in his letter. Quite a number of them comment especially upon the third paragraph of Mac's letter (see copy of letter on opposite page) and join with him in the wish that the Spirit of Christmas might dominate the entire world, bringing back peace and happiness to all mankind.

If you will read the letter which we reprint on the next page, you will better understand why one of Harry Etter's good customers has asked permission to read it aloud to the entire organization at their New Year gathering and you will also know why we honestly believe that advertising which makes friends of customers and customers of friends is our best and most profitable investment.

Christmas Greetings

Joliet, Illinois.
Christmas, 1940.

It is Christmas time again when mankind by one consent puts aside the urge and surge of business and thinks more seriously of those finer attributes of life that make work a glory instead of a grind.

To my mind, one of the most beautiful things in life is the friendship which underlies our relations with our fellow men; without friends, life would be very empty, and as in our personal lives, so in our business lives—of mutual understanding and mutual confidence is born a relationship which, with the passing years, tends to become warm and cordial.

I think that if we could picture our ideal of a peaceful and happy universe it would be a world dominated by the Spirit of Christmas—which in every age some souls have believed to be the possible Utopia of human society. I think your hopes and prayers, like mine, are that the Divine Ideal of Christmas might prevail and bring peace to all the world.

It is in this spirit that we present our calendar for the New Year. This calendar bears a full color reproduction of "The Rainbow Fishing Fleet" from the original painting by Rudolf Negely.

More than a thousand of my fellow workers join me in the wish that you may have as much pleasure in receiving our calendar as we have in presenting it, and it is our hope that the calendar may mark a year of health, happiness and prosperity for you and those you love.

Sincerely,

J. MacKEEVER,

President, The Gerlach-Barklow Co.

NO EXECUTIVE IS TOO BIG TO APPRECIATE A FINE CALENDAR

We are receiving hundreds of fine acknowledgments of President MacKeever's personal calendar. These letters come from many of America's big business executives. These are not mere formal acknowledgments, but warm, friendly messages of thanks and sincere appreciation.

Space will not permit us to publish more than excerpts from just a few of the hundreds of fine letters.

I ASSURE YOU I APPRECIATE IT VERY MUCH.—President of Savings & Trust Company.

I SINCERELY APPRECIATE YOUR KIND REMEMBRANCE.—President Railroad Company.

ONE OF THE MOST BEAUTIFUL CALENDARS I HAVE EVER RECEIVED.—Vice President Abrasive Mfg. Co.

I ASSURE YOU OF MY FULLEST APPRECIATION OF "RAINBOW FISHING FLEET."—Treasurer Iron Works Co.

THANKS FOR YOUR BEAUTIFUL CHRISTMAS REMEMBRANCE.—Sales Manager Milling Company.

MOST BEAUTIFUL CALENDAR EVER SENT ME. I APPRECIATE IT VERY MUCH.—President Tank & Boiler Mfg. Co.

I APPRECIATE VERY MUCH THE BEAUTIFUL "RAINBOW FISHING FLEET."—Manager of Savings & Loan Co.

MANY, MANY THANKS FOR YOUR KIND REMEMBRANCE.—President Coal Company.

ACCEPT MY SINCERE GRATITUDE FOR BEING REMEMBERED.—President of Finance Company.

THE LOVELIEST ONE YOU HAVE EVER SENT US.—President Dairy Company.

YOUR CALENDAR WILL ENJOY A PROMINENT PLACE. THANK YOU.—Treasurer of Grain Company.

THE THOUGHTS EXPRESSED ARE MOST HEARTILY RECIPROCATED.—President of Cooperage Mfg. Co.

I HEARTILY ENDORSE YOUR EXPRESSION OF HOPE THAT THE DIVINE IDEAL OF CHRISTMAS MIGHT PREVAIL THROUGHOUT THE WORLD.—President of Paper Manufacturing Company.

THIS IS THE FINEST CALENDAR I HAVE SEEN FOR A LONG TIME.—Manager Savings Dept. National Bank.

THANK YOU FOR THE VERY BEAUTIFUL CALENDAR.—Secretary of Savings Institution.

I RECIPROCATATE YOUR GREETING MOST ABUNDANTLY.—President Auto Accessory Mfg. Company.

YOUR BEAUTIFUL CALENDAR WILL KEEP THE NAME OF YOUR ORGANIZATION BEFORE US FOR SOME TIME TO COME.—President Textile Machinery Mfg. Co.

THANK YOU FOR THE HANDSOME CALENDAR.—President Brewing Corporation.

THANK YOU VERY MUCH FOR YOUR WONDERFUL "RAINBOW FISHING FLEET."—Secretary of Mutual Insurance Company.

I AM DEEPLY APPRECIATIVE OF YOUR REMEMBERING ME.—President of Paper Manufacturing Company.

MANY THANKS FOR THE BEAUTIFUL "RAINBOW FISHING FLEET."—Vice President Milling Company.

WE JOIN IN EXPRESSING OUR THANKS FOR THIS BEAUTIFUL TOKEN.—Manager of Transportation Company.

I WISH TO EXPRESS SINCERE APPRECIATION FOR THE BEAUTIFUL CALENDAR.—President of Paper Mfg. Co.

THANKS A MILLION FOR YOUR BEAUTIFUL CALENDAR.—Funeral Director.

THANK YOU FOR THE BEAUTIFUL CALENDAR AND GOOD WISHES.—President Iron Works Company.

THANK YOU FOR THE BEAUTIFUL CALENDAR YOU SENT ME.—President Chemical Mfg. Co.

THANKS. I HAVE RESERVED A SPECIAL PLACE FOR YOUR CALENDAR.—President Wholesale Coal Company.

THANKS FOR A RESTFUL SCENE TO CONTEMPLATE IN A CHAOTIC WORLD.—President Chemical Mfg. Co.

ACCEPT SINCERE THANKS FOR "RAINBOW FISHING FLEET."—President Federal Savings & Loan.

YOUR CALENDAR IS THE NICEST PIECE OF WORK I'VE SEEN.—Vice President Insurance Company.

YOUR WORK HAS SUCH ARTISTIC MERIT IT IS A PLEASURE TO DO BUSINESS WITH YOU.—President Painting and Decorating Company.

YOUR BEAUTIFUL CALENDAR WILL SERVE AS A REMINDER OF YOUR COMPANY THROUGHOUT THE YEAR.—Secretary Tool Mfg. Co.

I WISH TO PERSONALLY THANK YOU FOR "THE RAINBOW FISHING FLEET." IT'S A WONDERFUL GIFT.—President Loan Company.

A MOST BEAUTIFUL PIECE OF WORK AND I SHALL BE PROUD TO HAVE IT.—President Milling Company.

ACCEPT MY SINCERE THANKS FOR THIS REMEMBRANCE.—President Paint Manufacturing Company.

MANY, MANY THANKS FOR YOUR BEAUTIFUL "RAINBOW FISHING FLEET."—Secretary Fire Insurance Company.

YOUR CALENDAR IS INDEED A WORK OF ART. THANK YOU SINCERELY.—President Grain Company.

THANK YOU FOR THE BEAUTIFUL "RAINBOW FISHING FLEET" CALENDAR.—Treasurer Creamery Company.

THANK YOU FOR THE VERY NICE CALENDAR "RAINBOW FISHING FLEET."—President Box Mfg. Co.

THANK YOU FOR YOUR CALENDAR. IT WAS NICE OF YOU TO REMEMBER ME.—President Auto Parts Mfg. Co.

YOUR CALENDAR IS MUCH APPRECIATED AND ENJOYED.—President Building Materials Jobbers.

THE ADVERTISING

From present indications 1941 will be a record-breaking year for THESE types of advertising—

- (1) CONSUMER ADVERTISING—
i. e., all types of advertising directed at the ultimate consumer.
- (2) INSTITUTIONAL ADVERTISING—i. e., all types of advertising intended to obtain and maintain good will.
- (3) DIRECT-MAIL ADVERTISING.

Now, as these three types pretty well represent Gerlach-Barklow advertising, you may feel that this writer is indulging in some wishful thinking. However, this is not the case. It just happens—fortunately for us—that our type of advertising is certain to be FAVORED under present conditions.

The situation, roughly, is this. Because of our vast armament program more and more of the larger manufacturers are being loaded up with government work. As time goes on, this condition will be aggravated. And as government work supersedes “private” work, it is perfectly obvious that SELLING advertising will either be curtailed or supplanted by GOOD WILL advertising. This happened in 1917 and 1918; it has happened in Great Britain and Canada, and it is already BEGINNING to happen here.

The reason is obvious. If a manufacturing plant's productive capacity is taxed to its utmost by government work, that firm cannot afford to seek private business which it will be unable to handle. Not only would such advertising be a waste of money, but it would actually be a boomerang, for, having asked for business, it could not fill the orders received. BUT—and BEAR THIS IN MIND—

—firms engaged in TEMPORARY war work realize only too well that they MUST keep their name and their product before the customers. Therefore, instead of spending money for SELLING advertising, they divert their advertising appropriation to INSTITUTIONAL and GOOD WILL advertising. This trend is already apparent and will become more pronounced in the months ahead. Even instead of ADVERSELY AFFECTING GERLACH-BARKLOW ADVERTISING, it will have exactly the opposite result. Manufacturing firms will turn more and more to our type of advertising.

For a somewhat different reason CONSUMER ADVERTISING is being—and will continue to be—greatly stimulated by expenditure of government money for defense purposes. Here, again, the reason is obvious. As we explained last week, CONSUMER BUYING POWER is at a record high. It will continue to rise as millions of unemployed go back to work, and as millions of others begin to feel the buying impetus of “overtime” labor. Therefore, 1941 will see consumer buying at boom levels and through advertising—business houses endeavor to get their full share of this consumer spending.

We have already witnessed the first evidence of this trend. Pre-Christmas CONSUMER ADVERTISING made a gain of 10 per cent over 1939 in spite of the fact that the 1939 Christmas trade was exceedingly heavy. We also know that business houses which deal directly with the CONSUMER or whose product is used by the CONSUMER have stepped-up their advertising appropriations for the first six months of 1941. The firms KNOW that—for THEM—1941 is a GUARANTEED YEAR and they are acting

OUTLOOK FOR 1941

Accordingly. In fact, it is now believed that 1941 will witness the heaviest buying of consumer goods ever known in this country.

Now, as to DIRECT-MAIL. During the armament days of 1917 and 1918 thousands of American business houses switched from GENERAL ADVERTISING to DIRECT-MAIL. They did this because it was economically unwise to put on extensive campaigns at a time when productive capacity was largely devoted to government orders, yet it was SUICIDE to let the public forget the firm or its product. Therefore, instead of indulging in nation-wide advertising campaigns, thousands of firms concentrated their advertising on selected lists of customers. And, of course, in doing this they found that DIRECT-MAIL was their best bet. That, too, is happening again—not on a large scale as yet—but the trend is unmistakable.

During 1917 and 1918 the business of The Gerlach-Barklow Company made heavy advances as compared with OTHER TYPES of advertising. There can be no question of this, because a statistical comparison made during that period PROVED it. The reasons THEN were the same as the reasons NOW. With the government edging more and more into private business and using more and more of the industrial capacity of this country, advertising switched to INSTITUTIONAL and DIRECT-MAIL. We remember the very large manufacturing plant in Ohio which had NEVER used our type of advertising before, but which—under the conditions then existing—gave us one of the largest monthly service orders ever handled by the Gerlach-Barklow Company. And this was but one of many cases of this kind.

straight INSTITUTIONAL campaign and made not the slightest effort to sell its product. The whole purpose of the campaign was to keep its name and product before a large list of customers, and it felt that this could best be done by means of a series of monthly calendars. During that period we handled many other orders of the same kind—orders that stayed with us until World War I was over. It is the belief of this writer that the same thing will occur again in 1941—that hundreds of manufacturers will turn to DIRECT-MAIL in order to keep their names and products before their customers during the period when government orders have priority. And, here's a tip-off—THESE FIRMS ARE OUR MEAT, for no type of Direct-Mail can compare with ours when it comes to keeping the NAME and PRODUCT of a firm BEFORE THE EYES of its customers.

You need have no fear about 1941 insofar as Gerlach-Barklow advertising is concerned. For, whereas GENERAL ADVERTISING may suffer as the armament program expands, OUR TYPE OF ADVERTISING is practically certain to benefit. It DID in 1917-1918—and it will in 1941. In fact, we'll prophesy here and now that you will be able to write orders during the coming year that you could not possibly hope to write under normal conditions.

WATCH OUT FOR THESE SHIFTS IN ADVERTISING SCHEDULES AND APPROPRIATIONS. There will be a lot of them. And—they're right down our alley!

Jewett E. Ricker

This Ohio industry, by the way, put on a

EARLY BIRDS OF FORTY-ONE

A Ten Weeks contest starting December 26th, 1940, and running to March 1st, 1941. Twenty-five cash prizes will be awarded.

Prizes will be awarded for performance, based on volume of business and number of orders. We have divided the sales force into two classes, Seniors and Juniors. Seniors are those who have represented the Gerlach-Barklow Company prior to December 26th, 1939, or who have had previous calendar selling experience. Juniors are those who have joined our organization since December 26th, 1939, who have not had previous calendar selling experience.

	Points
VOLUME	75 %
NUMBER OF ORDERS	25 %

There will be prizes awarded to the 20 highest ranking Seniors and five highest ranking Juniors, as follows:

Seniors	
First Prize	\$100.00
Second Prize	75.00
Third Prize	50.00
Fourth Prize	45.00
Fifth Prize	40.00
Sixth Prize	35.00
Seventh Prize	30.00
Eighth Prize	25.00
Ninth Prize	25.00
Tenth Prize	20.00
Eleventh Prize	20.00
Twelfth Prize	15.00
Thirteenth Prize	15.00
Fourteenth Prize	15.00
Fifteenth Prize	15.00
Sixteenth Prize	10.00
Seventeenth Prize	10.00
Eighteenth Prize	10.00
Nineteenth Prize	10.00
Twentieth Prize	10.00

\$575.00

Juniors	
First Prize	\$50.00
Second Prize	40.00
Third Prize	30.00
Fourth Prize	20.00
Fifth Prize	10.00

\$150.00

The following rules will govern this contest: Contest began Thursday, December 26th, and ends Saturday, March 1st. No business received in envelopes postmarked later than March 2nd will be counted. Reports must be mailed daily or not less than semi-weekly. Only complete orders ready for manufacturing will be counted. Low-priced commercial specials will not be counted.



Don't

HIBERNATE

*Keep Your Car in Condition
for Perfect Driving at All Times*



Before you step on the gas to go places —better have your wheel and steering alinement inspected. Don't take chances. Come in today.



More tire mileage, that's what we are prepared to give you with our NEW BEAR Dy-namic "Neon Eye" Wheel Balancing Service.



Bear alinement service stops shimmy, improves steering, makes driving pleasanter, safer and much more economical. All racing cars use BEAR service.



If you desire a perfect operating car, drive in to Penn's Alinement Service and see how easy and economical it really is. It will be your best investment.

PEN'S ALINEMENT SERVICE

CLARENCE PENHARLOW, Prop.

Wheel Alinement, Axle and Frame Straightening, Headlight Testing, Wheel Balancing and General Repairing

ALL WORK GUARANTEED

124 West Main Street

Phone 526-J

FREDONIA, N. Y.

You, too

CAN SELL SQA-3 BY SUGGESTING THIS CLEVER COPY.

...

WE HAVE THE CUTS — JUST CLIP THIS PAGE AND ATTACH TO ORDER, MAKING NECESSARY CORRECTIONS IN NAME, ADDRESS, ETC.

...

THERE ARE MANY LOCAL AGENTS WHO HANDLE BEAR ALINEMENT. SEE THEM. SELL THEM SQA-3 TO MAIL TO TAXI COMPANIES AND FLEET OWNERS. IT'S GOOD BUSINESS!

...

This copy is from an order sold by Charlie Chamberlain.



THE PRESIDENT'S AWARD

**FILL THIRTY-THREE ORANGE ENVELOPES
AND WIN A NEW HAT FROM MAC**

BUSINESS REGULARITY is the big factor in successful salesmanship and it has been demonstrated that the salesman who can make a perfect score in January has an excellent start toward a successful year.

In order to encourage business regularity, President MacKeever makes a personal award of a five-dollar hat to every salesman who qualifies by writing business every day (New Year's Day included) during the period beginning on opening day, Thursday, December 26, 1940, and ending Saturday, February 1, 1941.

Enclosed with your initial sample shipment you will find THIRTY-THREE ORANGE ENVELOPES. Mail one of these each day regardless of the amount of business you do and remember that business every day during the specified period wins a dandy new chapeau from the big boss.

A SAGA OF THE '42 LINE

By BILL RICKER

(Reprinted from G-B Bulletin No. 4 by request)

It's the day after Christmas, and all through the nation,
The great G-B Line's a tremendous sensation.
From the East to the West, from Maloney to Etter,
The chorus is this: "We have never seen better!"
From a minute past midnight, when the first sale is made,
Till Opening Day ends, G-B leads the parade.

The new Forty-Two Line, from A down to Z,
Is as friendly and bright as a fine Christmas tree.
"Autumn Rhapsody" sells to a bank up in Maine,
Safety First is snapped up in complete campaign:
"Be Sure You Are Right, Then Go Ahead"—
Soon the title's a brave battlecry instead!

No one is Surprised when the new clipper ship
Gets orders from buyers who say "It's a pip!"
"Come Back Here!"—suggested as subject and slogan—
Wins quick, loud applause in the lumberman's hogan.
Though it's "Down on the Farm," it's way UP in sales;
"Forever Yours" bends buyers who are tougher than nails.

Pothast's "Guiding Hand," with its prayer for peace,
Will help the insurance man's business increase;
And it preaches a sermon for savings accounts,
Will help banks get deposits in growing amounts;
It's a fine, timely ad for the coal dealer, too,
Speaks of home and contentment for me and for you.

And now—give attention to this one, dear reader!
We come to the Bluebird, perennial sales leader;
The "trademark" of thousands of business houses
In all forty-eight States, the lov'd Bluebird arouses
The happiest smile and the most eager pen;
Show the picture—and you have that order again!

Now pick up the phone, and call a hot number;
"Hello Everybody" soon wakes sales from their slumber!
Then comes the blue scene that was painted by Dixon,
A subject that makes sales for Grotte and Nixon
And Fred Bell and Bert Stiff and Guy Dean and Gus Thurn,
And Clayton, Jim Hartman, Perc Earl and Osburn.

Etched by LeComte, there's another fine mill—
A Brittany scene to give art-lovers a thrill.
Here's another great portrait, the fifth annual link
In the Will Rogers chain, to make folks laugh and think;
"I See by the Papers," like "The Sage of Claremore,"
Reminds us that we who have much must share more.

Ski here! "Joy of Living" is not just a label
To tag one of your subjects, nor is it a fable.
It tells of the good will and friendship you find,
That make selling more than a commonplace grind,
That make you hear music when you hear "OK"
From the lips of your customers on Opening Day.

Now hurry! The sun's riding high in the skies;
Write an order by noon for "The Light in Her Eyes"!
Then go to the dairy, if you want some real fun,
Hear praise for "A Long Life and a Healthy One."
Show the Crandell creation in blue lace mantilla
To the maker of trailers, brass bolts or vanilla.

The curly-haired boy and no less curly dog
Will help you write "Sold" once again in your log;
Take a walk with a red-head and her parrot, too—
Make a sale; show the motor oil man "Peekaboo."
"Proud Mothers" by Hider wins plaudits in plural
When displayed to the man who sells anything rural.

Perhaps you've trudged far, and begin to grow feeble;
Don't give up yet—sell "Puppy Love" by Hiebel!
Three RAH's from the lad in the brilliant red drawers
Will make you forget all your bunions and sores.
Rest your eyes—and the eyes of the people you sell to
On "Rainbow Fishing Fleet." They'll like it quite well, too.

Let "Scenes of My Childhood" carry you back
To call on that prospect who had gone to the track.
Though it's late afternoon, you'll find "Silver Dawn"
Will land one more sale as twilight comes on,
And you'll feel that your first day's drive will continue
As long as there's one erg of energy in you!

Get your second wind now for a big double feature—
Tried and proved "Safety School," with Spanky the teacher,
And the NEW one that sells in Art Mount and Roll,
That life-saving Kodachrome, "Safety Patrol."
Yes, Spanky and Safety have both won renown,
You'll find a pleased sponsor in each city and town.

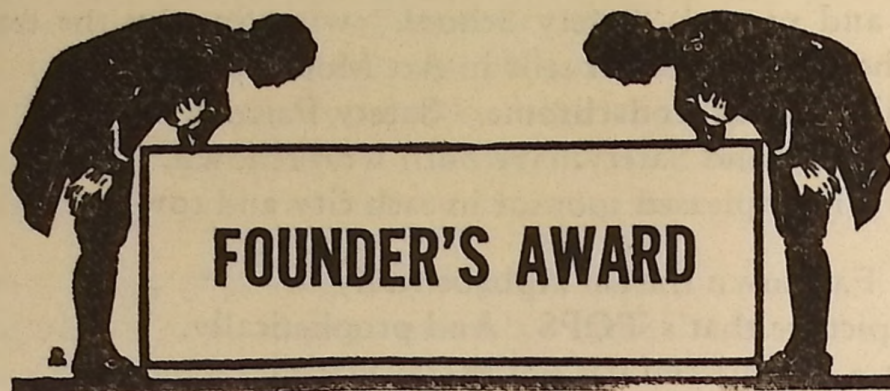
Well! Far down the list alphabetically
Is the picture that's TOPS. And prophetically,
It isn't a dream, and it's not extravaganza,
To predict right here, in this six-line stanza,
That "Spirit of America," now and forever,
Will march on to sales—for it's timely and clever.

A tall, smiling blonde and a blue, smiling sky
Come in "Springtime" to help catch that hot prospect's eye;
And an Indian maid, in her soft doeskin dress,
Appears in the Line to insure sales success.
"Steady" now! A sportsman wouldn't mind going to jail,
To get just one print of these dogs hunting quail.

And with "Sunrise" by Hewlett, you'll earn lots of bucks—
As your fancy takes wing, so do those plump ducks—
And they fly right straight into your order book,
For at no other picture will a real hunter look.
Yes, as usual, G-B is well in the lead
In the outdoor stuff for which strong he-men plead.

From last year's Line we've preserved just one page—
We still have our fine "Priceless Heritage."
Let's keep the flag flying, keep the ball rolling, too—
Sell this wonderful pledge to the Red, White and Blue,
In each hamlet and village, to garages and banks,
To the druggists, the bakers, the makers of tanks.

You'll know that "A Feller's Got a Friend"
In that picture; it gets the first order penned.
"When Good Fellows Get Together" is when you greet
The buyer who's waiting for you down the street.
And now that we've skimmed through the new Line duly,
Let's make one more sale—let's close with "Yours Truly."



MAKE YOUR TEN-WEEK QUOTA AND WIN A CASE OF ORANGES FROM THE FAMOUS GERLACH GROVES IN SUNNY FLORIDA

Years ago, Theodore R. Gerlach, prompted by the desire that his friends of the Gerlach-Barklow sales force should have the pleasure of sharing with him the delicious fruits of his Citrus Groves, established this Orange Quota Contest.

We have continued it and hope still to carry on with it as long as there is an orange tree in Florida, for this has become one of the finest traditions of our organization.

Each salesman who makes the modest quota assigned to him or her receives a case of these luscious, tree-ripened citrus fruits.

This year the Orange Quota period begins on Thursday, December 26, 1940, and continues through Saturday, March 1st, 1941.

Each salesman has already been advised as to the amount of his individual quota for this period and we believe you will agree that it's fair and just.

The list of Orange Quota Busters has become the Honor Roll of the Gerlach-Barklow organization and this year we hope to be compelled to present more oranges than ever before.



SAINT NICK WAS MIGHTY GOOD TO THE CLAYTONS

DEAR BERT:

Just want to tell you that Mrs. Clayton and myself appreciate very much the fine gifts that came our way due to the Christmas Savings Club. The waffle iron had its first tryout this morning, and we all did justice to them, smothered with butter and maple syrup.

We were all away for Christmas dinner, so we are all looking forward to having a nice fat turkey on the platter of the china set next Sunday. Why not drop in for a drumstick?

All in all everything is just fine, and the Fiesta set helps to start the day out right with its bright cheerful colors.

Again many thanks for making these fine gifts possible.

Sincerely,

CHARLES CLAYTON.

DEAR MR SEELY:

At the convention Mac and Jim showed us a "mile long" folder with all 17 of the "Bluebirds." We were also warned not to ask for one. Well gosh, we couldn't use one anyway, 'cause in the first place we can't have a little boy around with us to hold the other end, and then most offices are too small anyway. Well getting on with the story, I have a "gallery" of my own, and here's how I did it:

I made a compact 4-fold about 10x12 inches out of my old black envelopes, and pasted in are the following:

Ger-Bar "40" print: "It's Bluebird Time."

Ger-Bar "41" print: "The Bluebird Is Home Again,"

Current "40" print: "The Bluebird's Morning Call."

Current "41" print: "Bluebirds for Happiness."

And one complete set of "Bluebird Revue" prints.

That makes the 16 predecessors of the current '42 "Happy Bluebird Family."

I think it will help me to sell Bluebirds in '41. If it hits you, why just pass it along.

BOB SHEA.

**Ed Sierer says: GEE! BUT THE FORTY-TWO LINE
MAKES A HIT.**



THOUSAND DOLLAR CLUB

During the Ten-Week period beginning on Opening Day, December 26th, and continuing through Saturday, March 1st, every salesman who writes a volume of \$1,000 or more in a single week becomes a member of the \$1,000 Club, and will receive as a prize a genuine Paragon Leather order-book cover, engraved with name.

For each additional \$1,000 week during the ten week period, a cash award of five dollars will be made.

THE MEMORIAL DEALER IS A REAL PROSPECT

This is just a reminder that Marble and Granite Companies are wonderful prospects for calendars, direct mail campaigns, and particularly for "In Remembrance" or Memory Books. This thought comes to mind as a result of recent correspondence with Isidor Siegel about a Marble and Granite Company in central New York state that has bought from him and used "In Remembrance" books for many years. Each order is for one thousand books and is a mighty nice one.

It would be a good idea to make an intensive drive on this wonderful industry, and see if you can't start some accounts with orders for one or two hundred books that in a few years will be using five hundred or a thousand books each year.

Records of deaths are available anywhere. The Granite Company contacts a bereaved family within thirty days after a death occurs, and needs badly to have a suitable reminder of its service. Nothing could be more suitable than one of our booklets. They are all ideal advertising and of great value to any family in time of sorrow.

Many years ago we had more customers among the monument dealers than we have now. Their industry was one of the first ones hit during the early days of the depression, but they have come back strong and are an important factor in every community now.

Take a little time and call on the Marble and Granite Companies. You will create some new customers for yourself and will help each one you sell to solve his problems.

Enclosed with this issue of REVIEW you will find a distribution letter and three follow-up letters such as are employed by several of our good Memorial Dealer customers.

Please be sure your customer understands that we do not supply these letters and that he is to have each letter typed individually and signed personally.

We have a supply of these sheets of suggested copy on hand and you may have as many as you desire for distribution to customers and prospective customers. Just ask for a supply of Memorial Dealer follow-up letters, stating how many you require.



Mary Clark Blackstone

1871—1940

Mary Clark Blackstone, associated with The Gerlach-Barklow Company for a third of a century, and identified with the calendar industry for a full half century, passed peacefully away in her apartment at West Pines Hotel, in Joliet, Monday afternoon, December 30, 1940, after an illness of many months.

She was born at Chillicothe, Ohio, September 12, 1871. During her early childhood her parents moved to Red Oak, Iowa, where she grew to young womanhood.

When the Osborne & Murphy Company embarked in the calendar industry, about 1890, she became their first "office force," and at the time of her retirement from The Gerlach-Barklow Company last April on account of ill health, was the oldest person, in point of service, in the industry. When the Osborne Company removed to Newark, New Jersey, in 1899, she went with them. Several years later, upon the death of her mother, she returned to Red Oak and became associated with the Thos. D. Murphy Company. Then, in 1907, when The Gerlach-Barklow Company was organized, she was our first office manager.

In the early years her work brought her in close contact with the members of the sales force, among whom she had many warm friends. In fact she never entirely lost this relationship, since, for a long period of years, she supervised the salesmen's records and was the first to handle their orders.

Her genial, happy disposition made her a general favorite, not only in the Gerlach-Barklow family but also in the community in which she lived. She was a charter member of the local Business and Professional Women's Club, and took an active interest in the work of the Universalist Church.

Welcomed in many homes, she became "Aunt Mary" to a host of children who idolized her. She lived for her business and her friends, and few there are who got more happiness out of life. She was a rather extensive traveler. In company with Kate Brinkman, a former member of the sales force, she made a tour of Europe, and in the last few years made two trips to Seattle by airplane to visit her sisters.

When ill health compelled her retirement, her sister Ruth, a graduate nurse, for many years located in Chicago, joined her here in Joliet, and gave her every possible attention.

Three other sisters survive: Misses Helen and Bess Blackstone, and Mrs. Thos. J. Templeton, of Seattle. Also a nephew, Thomas Templeton, Jr., and niece Mrs. Jane Templeton Lucas, with two grand-nephews and a grand-niece, the latter family residing at Yakima, Washington.

Funeral services will be held at Chamberlain & Sloan's chapel, in Joliet, at two o'clock, Thursday afternoon, January second, followed by cremation.



**The Thoughtful Driver Sees His Own Child
Wherever Children Play.**

Ralph Bond Sales & Service Co.
CHEVROLET DEALERS

Phone 6742

1941	JANUARY						1941
Sun	Mon	Tue	Wed	Thu	Fri	Sat	
-	-	-	1	2	3	4	
5	6	7	8	9	10	11	
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	
26	27	28	29	30	31	-	



A YEAR OF LIFE

A YEAR OF LIFE—THAT IS WHAT YOU CAN PRACTICALLY GUARANTEE THE ADVERTISER FOR HIS MESSAGE PRINTED ON A GERLACH-BARKLOW INDOOR BILLBOARD. ASK HIM IF HE KNOWS OF ANY OTHER FORM OF PUBLICITY THAT OFFERS AS MUCH FOR THE AMOUNT INVESTED.